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EXTERNAL VIEWS AND PERCEPTIONS

25X1

The following is a series of comments developed with ☐ Chief Support Services Center, Office of Management Planning and Services, DDI, C/DI/MPS/SSC, in a meeting held on 17 July, 1985 regarding the study of OL's service environment and ways to enhance OL's image. These comments were solicited from ☐ and they supplement attached written responses relative to a previously distributed package entitled "Questions for Selected Agency Components."

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General Comments

° Communications Problems

Need better technology to link OL support services to customers.
Bring LIMS up soonest.
Increase the use of the Delta Data (AIM) to HOME sooner than later.
Increase use of ADP in all OL services soonest "if OIT can't get you there, do it yourself."

Need more public relations communications.
Present logistics staff meeting notes and newsletters are okay, but only going to logisticians and not to customers.

25X1

☐ are getting to the customers and to the Admin Officers who are part of the process.

Training and Orientation

OL does some of the most unique and sexiest work in the Agency.
Take every advantage of telling everybody what you are doing.

25X1

☐ his slides on the New Building and parking.
With that package, upbeat communication was given to OCR on what is going on in this headquarters environment.

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Get top speakers in OL to give such orientations.
Let the real people know what is going on.
Better communications will improve service itself.

○ Maintenance and Renovations

When the customer wants space design and modifications
 customer sees it as a total logistics service, not as
 OIT, OS, and OC services in addition to OL services.
However, it appears that OL does not control these other
 services.
Logistics does not have good enough communications forms
 or interface to ensure everything is addressed and
 coordinated.

Give OL all the OIT, OC, and OS efforts to ensure getting
 the job done -- or --
Set up an integrated foolproof coordination process to
 ensure the process is functional.

Example Problem

Office of European Analysis, O/EURA, space modification
 project.
Component certified executive interest -- design drawings
 done well -- construction started -- then problems
 started -- contractor experienced empty labor pools
 HOME evidenced filled underfloor ducts -- OIT
 design/construct representative indicated he was not
 knowledgeable of the extent of complication -- The
 The Office Director walked into the confused
 renovation in process -- his calls to DDA, D/L,
 C/HOME who personally came to site and said "you're
 right."

The O/EURA logistics officer is not an OL careerist.
 Although she is not a logistics professional, she
 knows her business.
 Expectations are that the HOME renovations contact
 should be able to handle all aspects, but it is
 beyond his ability.

25X1   [   ] of OIT says Data Distribution and green
 telephone systems are not OL areas of responsibility
 or control --- but --- people look upon OL to handle
 all.

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OL has to find ways to answer these problems. Bill
25X1 [   ] says the Configuration Control Board will
resolve all these problems.
25X1 [   ] does not believe it will, and feels we need
a more formal process to do so.

Allied Corporation may be able to do the physical brick
and mortar type work, but not the other peripheral
things without which the renovation product cannot be
used.

The OL oldtimers grew up with the
coordination/implementation system and did the job.
The new and young project officers are not
experienced enough to handle the work, nor do they
have the appropriate communications systems to do it.
Project officers are now getting out to sites more
often, but not often enough.

The Architectural Design Staff, HOME has been the biggest
bottleneck for a long time.
There are not enough in-house architects.
DICON had to learn from ground zero and needed much
conditioning.
With additional DICON people, the backlog is better
than it was.

Allied Corporation Support

Doing much better than GSA, but no one will ever achieve
perfection.

When you follow GSA, you may look better than it appears
-- or -- maybe Allied is doing better than we realize.

° Printing and Photography Division Support

High Marks

° Mail and Courier Branch Support

Doing their job without anyone aware of it being done.
Nobody ever talks about it and there is nothing to
complain about.

° Procurement of Supplies

Issues on purchase orders are more a problem of
communications.

LIMS was to have provided such interface and
communications but it appears a long way from being
operational.

Therefore communications between SD & PD and
customers must be made better.
More constant, more meaningful direct interface
between customer and expeditors must occur.

Advice to OL on LIMS or any other aspect of support.

Deliver what the customer needs first -- rather
than what OL needs first.
The logistics support officer's first thoughts should
be screened towards the needs of the customer.
The customer must be made to see and feel he is
being helped.
OCR's Priorities are:

Any kind of electronic processing equipment
procurement.
Any kind of oral or verbal communications that
OCR's needs and requirements are documented and
known.
Where they are (i.e. posture)
Where they are in your procurement process.
Inventory control and CONIF helps OL, but not the
customer.

General Perceptions

That needs are not being met.
Need to show that needs are being met.

° Establish a Relative Priority System of Needs

Address an integrated system of OL needs and client
needs.
Consider trying to give the client precedence.

Support officers and front-line logistics officers
are not the customer, they are part of the system.
What can be done to help them get the service?

You can't separate all the interoffice services. You
can't just look at the parts of it. You must look
at the whole of it.

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Customers are a coalesced and unified force dealing
with a fractured support system broken down into
its parts OL--OC--OIT--OS--etc and communication
on the working level is ineffective.

° General Philosophy

The bearer of bad news always gets blamed and
punished. (Don't shoot the messenger).
OL will always be looked upon as having the accounta-
bility for things they do not have the
responsibility to do because the job was given to
OL.
Do something about it.

Help to get the coordination identified and
understood. Nothing presently tells the client
the totality of the system and how things get done.

° Thoughts and Suggestions

Support is getting much better.
Need for more project involvement.
Need better communications/coordination involvement
between OL-OIT-OC-OS and etc.
Project officer stature to be enhanced and projected
upward.
Project officers should be more experienced and
higher graded.
Primary role of the project officer should be:

To become more involved.
To primarily suit the needs of the customer.
To give the customer what he needs -- when he
needs it.